

The Commonwealth Strategic Plan for Information Technology



Summary of Goals, Objectives, Measures and Initiatives

GOAL	OBJECTIVES	MEASURES	INITIATIVES
Goal 1 Increase accessibility to government	Objective 1.1 Increase electronic interaction with and to government	Measure 1.1.1 Percentage of eligible services available on-line Measure 1.1.2 Percent of website accessibility compliance	Establish partnerships with broadband service providers and wireless providers to ensure universal access across the Commonwealth
			Create pilot programs for on-line service delivery to serve as model deployments
			Transform the Commonwealth's IT infrastructure to modernize, standardize and reduce long-term costs
			Establish in Virginia an accessibility compliance center of excellence, for great public usability and wider public inclusion
			Create/develop customer satisfaction survey instrument and place this online survey on all outward facing web sites
			Expand Geographic Information System coverage to support resource management and development planning

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Goal 1 (continued) Increase accessibility to government	Objective 1.2 Increase information availability and usability	Measure 1.2.1 Customer satisfaction (internal and external)	Advance the “single window into government”; the concept of one-stop web pages that enable a user to find the government transaction, program, service or official that they want easily and quickly
		Measure 1.2.2 Number of push services	Establish a messaging broker program for interoperability and information synchronization across multiple applications
			Develop an information exchange standards program to provide a much-needed common basis for governmental information sharing
			Deploy enterprise applications to reduce redundancy and improve information sharing and exchange
			Develop “push” technology initiatives such as automatic alert subscription services
	Objective 1.3 Foster regional partnership initiatives	Measure 1.3.1 Number of initiatives deployed	Facilitate a regional emergency services program
			Promote state, local, higher education integrated network partnership
	Objective 1.4 Increase public awareness of services available	Measure 1.4.1 Number of initiatives deployed Measure 1.4.2 Survey public on awareness of available services	Conduct public awareness programs, education and training to engage and inform the public on the existence, usability and benefits of electronic services and information

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Goal 2 Facilitate IT collaboration and partnerships	Objective 2.1 Share data easily across boundaries of government	Measure 2.1.1 Number of agencies that complete the “as is” enterprise information architecture	Complete the enterprise information architecture (“as is” and “to be”)
		Measure 2.1.2 Number of agencies adopting statewide data exchange values	Define secure data exchange standards (common vocabulary, common values, common IDs, security) and technical architecture
	Objective 2.2 Create a knowledge sharing culture	Measure 2.2.2 Number of professional networking opportunities Measure 2.2.1 Number of collaborative IT solutions deployed	Implement a shared information repository to facilitate knowledge sharing
			Develop a digital academy, where state agencies work together to build digital government applications that meet shared needs, and where courses are conducted on the fundamentals of digital government, such as e-forms and e-permits
			Establish and implement a professional networking program across state government, local government and higher education to encourage the sharing of knowledge, experience and solutions and leverage existing expertise
			Develop processes to engage state agency business leadership in IT strategic planning activities to ensure that IT is meeting business requirements

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Goal 2 (continued) Facilitate IT collaboration and partnerships	Objective 2.3 Promote IT solutions that support common business processes	Measure 2.3.1 Rate of adoption of enterprise solutions	Facilitate and promote adoption of common business processes, including a governance model for shared business processes
			Implement statewide shared administrative IT solutions to streamline and reduce costs
	Objective 2.4 Promote innovative partnership programs	Measure 2.4.1 Number of formal partnerships (private, multi-agency, local government to state government and state agency to higher education)	Develop collaborative opportunities in state government, including a mentoring program
			Create partnerships with higher education to bring applied research and development to Commonwealth of Virginia operations and the larger commercial market
			Establish a program to identify and “productize” replicable Commonwealth of Virginia services

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Goal 3 Ensure a trusted and reliable technical environment	Objective 3.1 Ensure consistent, anytime, anywhere service levels	Measure 3.1.1 Network availability statistics	Establish partnerships with broadband service providers and wireless providers to ensure universal access across the Commonwealth
		Measure 3.1.2 Broadband coverage statistics	Establish architectural and operational standards to provide a framework for all state IT operations
		Measure 3.1.3 On-line state services statistics	Transform the Commonwealth's IT infrastructure to modernize, standardize and reduce long-term costs
			Implement the IT Infrastructure Library (ITIL) for operations to support consistent operational performance
			Enhance the Virginia portal to focus on event driven applications for less redundancy and greater ease of use
	Objective 3.2 Protect the assets, credentials and privacy of Commonwealth of Virginia systems and their users	Measure 3.2.1 Security compliance statistics (number of IT security APA audit points)	Enhance the current state security program and security standard
		Measure 3.2.2 Security incidents resulting in material loss	Establish an Enterprise Security Operation Center



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Goal 3 (continued) Ensure a trusted and reliable technical environment	Objective 3.3 Promote awareness and understanding of the roles and responsibilities of providers and users of Commonwealth systems	Measure 3.3.1 Targeted agency management successfully completing training on effective use of IT	Establish public awareness campaigns to increase public awareness of online services and their responsible use
		Measure 3.3.2 Number of public awareness/responsible use campaigns	Establish training programs on the effective use of IT and corresponding roles and responsibilities for agency decision makers and IT managers
		Measure 3.3.2 Number of public awareness/responsible use campaigns	Enhance the existing security awareness and training program for the state workforce

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Goal 4 Create a reputation of performance for technology	Objective 4.1 Provide technology in an accountable, responsive, open and results oriented manner	Measure 4.1.1 Major projects on time and on budget	Establish and monitor IT performance measures to provide management with clear performance feedback and allow swift corrective action when needed
		Measure 4.1.2 Service Level Agreement adherence	Create mechanisms to ensure compliance with IT standards, policies and guidelines
		Measure 4.1.3 External validation	Establish programs to communicate to the public on IT projects and their performance in meeting business objectives
		Measure 4.1.4 Independent audits and reviews (no repeat IT audit points)	Implement a feedback mechanism for all information technology initiatives
			Implement an enterprise-wide IT portfolio management system for improved management of technology investments
	Objective 4.2 Ensure continuous improvement for technology	Measure 4.2.1 Customer satisfaction survey, customer focus groups	Establish guidelines for biannual evaluation of existing applications cost-value equations and making upgrade/replacement/retire decisions
		Measure 4.2.2 Industry cost benchmarks	Continuously analyze the technology environment for strengths, weaknesses, opportunities and threats in the Commonwealth to increase responsiveness to change and contribute to a cycle of iterative improvement
	Objective 4.3 Facilitate consistent capital funding for technology	Measure 4.3.1 Percent of requested funding approved for RTIP projects	Collaborate with the Department of Planning and Budget and the legislature to establish technology capital improvements, planning and funding and gain-sharing incentives

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Goal 5 Increase workforce productivity through the use of technology	Objective 5.1 Increase mobile workforce	Measure 5.1.1 Percentage of staff with mobile office tools deployed	Create an education and implementation program for a mobile workforce
			Provide direction to encourage use of mobile technology such as laptops, etc. in a manner which provides the workforce with greater flexibility and productivity
	Objective 5.2 Increase teleworking workforce	Measure 5.2.1 Percentage of staff telecommuting	Create an education and implementation program for a mobile workforce, including policy and practices
			Develop capabilities of business leaders for overseeing a mobile workforce
	Objective 5.3 Increase workforce knowledge and skills in the use of technology	Measure 5.3.1 Percentage of employees that report training has enabled them to perform their duties more effectively	Expand skill based training programs for the state workforce
			Pursue corporate partnerships, grants and federal funds to fund appropriate training programs